

MIDCAREER COURSE NO. 14

COURSE REPORT

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Corrected Schedule

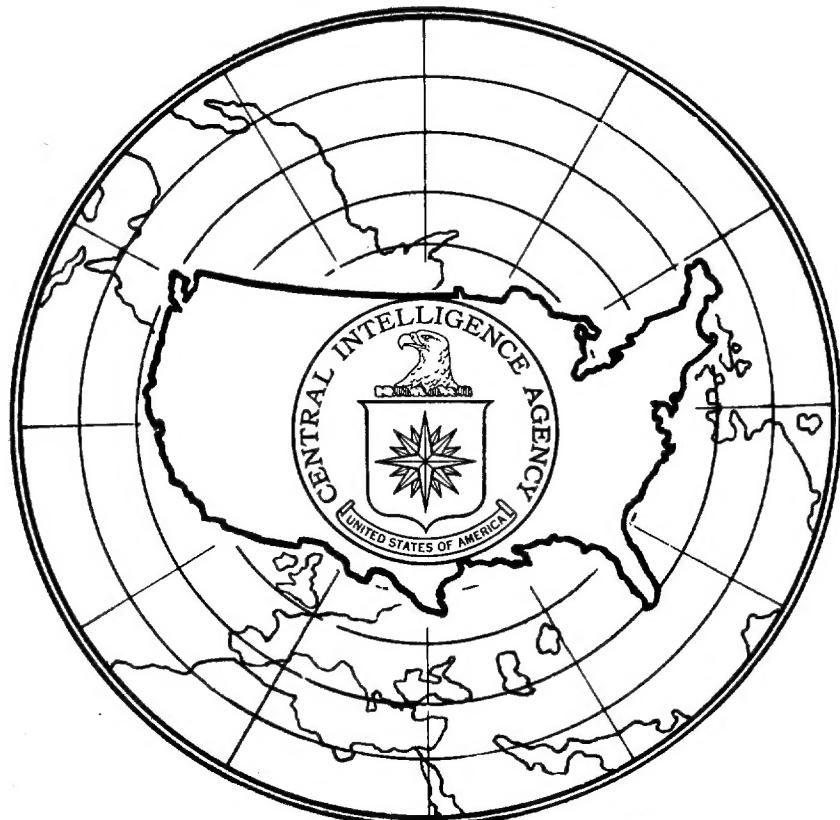
Midcareer Course No. 14

Part I, 8 - 13 October

8 October - 17 November 1967

# **MIDCAREER**

## **EXECUTIVE DEVELOPMENT COURSE**



**OFFICE OF TRAINING**

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 14  
(OTR #2-68)

4 October - 17 November 1967

S E C R E T

FOREWORD

The Midcareer Executive Development Course, a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of the Agency and the Intelligence Community, and of the Government's involvement in international affairs.

The first phase of the Course will consist of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It will provide an opportunity to examine individual assumptions and to practice selected skills.

Phase Two will deal primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final phase of the Course, attention will be focussed upon major developments and trends in world affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

S E C R E T

MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE

NO. 14

INTRODUCTION TO THE COURSE

Wednesday, 4 October 1967

Room 7E26, Headquarters

Thursday, 5 October 1967

Room \_\_\_\_\_, Headquarters

S E C R E T

Wednesday, 4 October

1315	Registration		
1330-1445	Introduction to the Course		25X1A

Chief, Midcareer  
Executive Development  
Course, SUS/OTR

Management Training  
Faculty, SUS/OTR

Midcareer Course Staff,  
SUS/OTR

1500	Welcoming Address <u>Richard Helms</u> Director of Central Intelligence
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1530	The Midcareer Training Program	<u>John Richardson</u> Director of Training
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Thursday, 5 October

0930	Special Clearance Briefings (Midcareerists who must attend will be informed on Wednesday, 4 October.)
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S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 14

PHASE I

THE MANAGERIAL GRID

Sunday, 8 October 1967

through

Friday, 13 October 1967



25X1A

S E C R E T

Sunday, 8 October

1430



25X1A

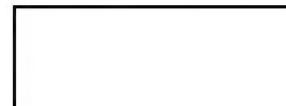
1445

1530

1600

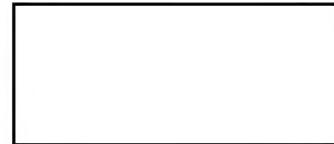
Convene in Conference Room (CR-11)

Welcoming Remarks



25X1A

Security Briefing



25X1A

1800

Dinner

1900-1930

General Session: Introduction to Seminar  
Introduction to Grid Concepts Activity

1930-2130

Team Activity: Grid Concepts Test

2130-2200

General Sessions: Scoring

S E C R E T

Monday, 9 October

0800-0815	Lecturette: Start-Pathway-Goal-Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	Film and Lecture: Managerial Grid	
1200	Lunch	
1300-1315	Introduction to <input type="text"/> Activity	25X1A
1315-1630	Team Activity: <input type="text"/>	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	25X1A
1900-1915	Introduction to <input type="text"/> Critique	
1915-	Team Activity: Critique	

Tuesday, 10 October

25X1A

0800-0830	General Session: Newsprint exchange on [redacted] critique
0830-0845	Introduction to Team vs. Committee Action activity
0845-1230	Team Activity: Step 1: Developing team solution for Team vs. Committee Action
1230	Lunch
1330-1430	Team Activity: Step 2: Critique. Complete wall charts
1430-1545	General Session: Step 3: Pair discussions of team reports
1545-1630	General Session: Step 4: Summarize point allocations; Lecturette: Managing Intergroup Conflict in Industry. Introduction to Steps 5 & 6
1630-1715	Pair Discussions: Step 5: Critique of pair members' Grid styles
1715	Dinner
1915-	Team Activity: Step 6: Team Critique

Wednesday, 11 October

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique
0830-0845	Introduction to <u>12 Angry Men</u> activity
0845-1030	<u>12 Angry Men</u> film
1030-1115	Step 1: Individual judgments of managerial styles of <u>12 Angry Men</u> characters
1115-1200	Team Activity: Step 2: Judging managerial styles of <u>12 Angry Men</u> characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and team scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecturette: Organization Culture Concepts Introduction to Ideal Organization Culture activity
1915-2015	General Session: Individual Completion of Ideal Organization Culture
2015	Team Activity: Ideal Organization Culture

Thursday, 12 October

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1000-1015	Coffee
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1915	General Session: Feedback on Ideal Organization Culture (NP24)
1915-2015	General Session: Individual Completion of Managerial Values

Friday, 13 October

0745-0800	General Session: Introduction to Analyzing Organization Culture
0800-1100	Team Activity: Analyzing Organization Culture Prepare Newsprint on 7 Barriers
1100-1130	General Session: Newsprint Exchange
1130-1200	General Session: Feedback on NP52 Feedback on NP36
1200-1215	General Session: Lecturette "Organization Development" Summation of Seminar
1230	Lunch
1330-1430	Phase II Organizational Meeting

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25X1A



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MIDCAREER COURSE NO. 14 (OTR #2-68)

COURSE REPORT

General Observations

Midcareer Course No. 14 was conducted from 8 October to 17 November 1967. This course, it is a pleasure to report, was run without any significant crisis. Of course, we had several substitute speakers--some of whom were "first-timers" but, all in all, we had only a singleton cancellation by a speaker. This was caused by external (to the Agency) conditions. A couple of students "volunteered" to give their individual presentations which filled in our program neatly.

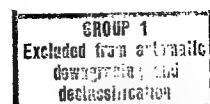
For the first time, we decided to schedule the student presentations so that they were given at both [redacted]. Using this device permitted us to afford the DDS&T additional time (in response to an earlier request of the DDS&T) on Wednesday morning. During the 15th running we plan to allocate to the DDS&T a full day and evening which, timewise, will be more consistent with allocations made to the other Directorates. We were also able to allow more R & R time (which had been a long standing complaint of the Midcareerists--too much lecturing, not enough recreation time) between afternoon and evening sessions. We have found that the interest level drops and the students needed a moderate "breathing" spell. This arrangement worked out very well. In looking back, we still were able to present 41 speakers at [redacted] during the 14th running as compared to 46 under the previous schedule.

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During this course, we lost one day because of a holiday during Phase III (which will also occur during three of the next four courses as now scheduled). Through a review of the Midcareerists' critiques, we decided to eliminate the "International Organizations" day most often presented by State and AID speakers. Other factors that entered into our scheduling for Phase III were the non-availability of three of our regular speakers. We thus ended up with a total of four new speakers in Phase III.

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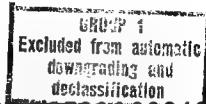
On 8 October, the Director of Central Intelligence opened the 14th MEDC with an earnest delivery as to how he feels about the importance each CIA employee should attach to his job and to the Agency's mission. He stressed the need for everyone doing absolutely the best, and only the best that he can, always bearing in mind that there is often little if any public recognition for a job well done. However, he as the DCI, is confident that there are places in the organization for all of those who do do well. He closed with a worthwhile observation that from where he sat that the Agency has now reached the summit insofar as recognition both within as well as outside of the Federal Government.

For the closing session our principal speaker was Mr. Ernest K. Lindley, Special Assistant to the Secretary of State. His observations on the role of the United States in the foreign arena were exceptionally cogent and were well received by our Midcareerists. Although troubled with a touch of laryngitis the day before, Mr. Lindley managed not only to appear but once he got started, was able to continue forcefully for his allotted time. Both he and the Midcareerists enjoyed the question and answer period. Time did not permit Admiral Taylor to introduce Mr. Lindley but he did have him in his office for a cup of coffee before Mr. Lindley left.

The Executive Director-Controller brought the course to a close with an interesting "personalized" philosophy of Agency management and what he thought might be in store for the Agency and the Midcareerists. Although soft-spoken, the Executive Director spoke with deep conviction and sincerity. His talk was a fitting climax to the course.

Thirty-two students were in the 14th running of the Midcareer Course. This was a feat since there were two last minute substitutes who had to be security cleared and had to devote three days to a hurried reading of the Managerial Grid material in order to take the plane on Sunday for Phase I.

Class #14 was unique in that it maintained a consistently high level of interest and involvement in every phase of the MEDC program. There was no apparent let-down at any time. Even on the return flight from our last field trip stop, when exhaustion had set in, there were

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lively discussions and arguments about management, foreign policy, the Agency and the whole gamut of subjects treated during the six weeks. Senior officials of the CIA should be gratified to know of the dedication and commitment to the Agency exhibited by this group. Their criticisms were always constructive and they approached every Agency problem as a challenge to be met and conquered, not to be accepted as inevitable. There was never a hint of resignation, defeatism, cynicism, or passivity toward unresolved issues of Agency concern. The class in two words--unbureaucratic and gung-ho.

As usual, a large number of the Midcareerists verbalized that the MEDC was the best training course that they had had while with the Agency, (overall comments are attached). However, a number of students offered criticisms of the course schedule and/or substantive contents. Those that require resolution are the following:

- a. The DDS segment was disjointed and not as effective as it could or should have been. DDS topics were interrupted by a day and evening devoted to DDS&T activities.  
Recommendation: The DDS portion of MEDC should be introduced by the DDS, or his designee, in order to give cohesion to the individual office coverage that follows. The DDS&T program can be rescheduled to avoid interrupting the DDS presentations.
- b. The DDI segment consisted of presentations by some but not all of the individual components in DDI. There was no overall portrayal of the DDI activities.  
Recommendation: The DDI, or designee, should introduce the DDI portion of the course and also indicate which individual offices and services should participate. Time limitations prevent a complete coverage of all DDI components. Therefore, priorities should be established by the Directorate rather than the MEDC staff.
- c. The one hour periods at Headquarters devoted to the four Deputy Directors in which they answer previously submitted questions are sterile and not a useful utilization of the time given by the Deputy Directors.

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GROUP 1  
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downgrading and  
declassification

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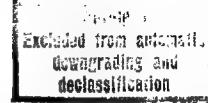
Recommendation: The preparation of questions by the Mid-careerists should be eliminated. Instead, each of the four Deputy Directors should talk for an hour, treating the concepts under which activities are conducted and the broad problems related to these activities. This approach would allow the Deputy Directors to concentrate on the more meaningful aspects of their jobs rather than giving a number of short answers to many unrelated questions. At their discretion, a portion of the hour could be devoted to answering questions from the floor. The purpose of the period is to enable the class to see and hear these senior Agency officials. If the class has had a session with a Deputy Director (as is usually the case with the DDS&T), this hour could be eliminated. If, however, a Deputy Director has not been able to meet with the class as was the case in MEDC #14 when Mr. Duckett was unable to appear as scheduled, the one hour meeting at Headquarters should be included.

- d. More time should be devoted to Phase III (World Affairs) at the expense of Phase II (The Agency and the Intelligence Community).

Recommendation: At least one day can be added to Phase III if a holiday does not intervene during the program. Phase II can be reduced depending on the judgment of the DDI concerning what DDI elements should or should not be included. DDP coverage can be reduced by eliminating some of the "nuts and bolts" of operations and concentrating on the management aspects of operations. Relatively, more interest in the broad policies of the U.S. Government was shown by this class than in the functioning of the Intelligence Community. Phase III can be increased by greater area and subject coverage from qualified outside speakers.

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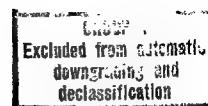


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- f. There is similarity and duplication in the MEDC to the Clandestine Services Review and Intelligence Review courses.

Recommendation: Better coordination should be maintained with the staffs of these courses to avoid duplication of subject matter and speakers.

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Phase I

Judged by many to be the most valuable part of the course, the Grid week received kudos for welding the group together, for focusing on management and management problems, for supplying frank appraisals of character and technique, and for stimulating self review of management styles.

25X1A

The consensus of the critiques was to maintain the Grid in its lead-off position and continue presenting it [redacted]. Some suggested attempting to orient the Grid problems to Agency job oriented problems in order to provide more realism in the exercises. Many wished to keep the texts and a number wanted to be advised of further reading that could be done in the management field.

The Grid gave the course, as it has to previous classes, a management orientation which was apparent throughout the remainder of the course, especially in the nature of class questions and students' conversations.

In MEDC #14, the Grid once again proved to be an invaluable component of the total package.

Phase II



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by Charles Brennan who spoke on "Black Power and the New Left." His delivery was pretty straight from the shoulder. However, the reactions of the Midcareerists were mixed on this one.

The NSA day-long program continues to be outstanding and was well received by all of the Midcareerists.

Phase III

Several of the Midcareerists opinioned that Phase III was the best part of the course. Other more conservative ones, felt that the objectives--to present ideas and concepts that would help them better understand the role of the U.S. in the international area--were successfully accomplished. While the Midcareerists spoke highly of the "exposure" to the DOD afforded by the field trip, it was the calibre of speakers that MEDC offered at Glebe that was most often praised.

[REDACTED]

25X1

25X1 Reactions to our "first-timers" and their topics were mixed.

25X1A [REDACTED] presentation was considered by many to be either too theoretical or only hazily focused on Latin America. If we try [REDACTED] again we will have him to play down the theory and emphasize the current political developments in Latin America.

25X1A On the other hand, [REDACTED] solid presentation on "Soviet Foreign Policy" was well received.

25X1

25X1A While recognizing his scholarly ability, the Midcareerists labeled [REDACTED] presentation as a "little too canned". He redeemed himself somewhat by candidly answering a wide variety of questions which the Midcareerists asked.

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Mr. William Schaufele, the Country Director for West Africa, U.S. Dept. of State, was the fourth newcomer. His informal and casual platform manner belied an agile and astute speaker who knew and discussed exceptionally well current African developments from Burundi to Capetown. He was very well received.

Field Trip

The NORAD arrangements were the least effective of the three installations visited during this field trip. The program for MEDC #14 suffered by comparison to the one arranged for MEDC #12 by our former CIA representative, [redacted] Our program host this time was [redacted]

[redacted] a former CIA employee, was somewhat erratic in his presentations and his program planning left a lot to be desired. We found ourselves with a gap of several hours in the schedule on the morning of the 16th and then had to cut short an extremely interesting briefing that afternoon.

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The visit to the missile base at Warren AFB in Cheyenne won most of the plaudits. Although most of the briefings were relatively unsophisticated the fact that we were visiting an operational base and seeing the primary strike force of U.S. defenses made a most lasting impression on the group.

The day at SAC was very professionally presented and afforded an excellent overall view of SAC's mission.

All in all, however, the field trip did provide a fitting conclusion to our six week course.

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## OVERALL VERBATIM COMMENTS

I. O/DCI Midcareerist

"Praise! After 17 years in the intelligence business I finally have a picture of not only our Agency, the Intelligence Community, the defense establishment, problems, objectives, strengths and weaknesses, but how they all fit together. I would make the course mandatory for all COS, DCOS, COB and senior officers in the DDP field elements. I still think more emphasis should be placed on planning and the planning problems related to CIA. At least one day of the course should be directed toward planning, using John Clarke as the principal speaker. I would do away with the meetings we had with the DDP, DDS, DDI and DDS&T as they are currently set up. To answer a batch of questions has little value. Each of these gentlemen should direct their time to broader subjects, e.g., problems in the various Directorates and what we as midcareer officers can do to help work toward solution of the problems. I think the Agency has done a fine job in developing the Midcareer Course, and will receive bountiful returns from the money and time invested. My thanks to those officers that have made it possible, for I believe I'll be a much better officer having now completed the course."

II. DDI Midcareerists

"Has been of far greater value than I expected."

"The course provides a variety of experiences in a variety of environments. The exposure to the subtle differences in attitudes--as between various Agency components and the wider gaps between Agency 'style' and that of such diverse groups as DIA, State, the military 'in the field,' FBI, and academic--is clearly valuable in broadening ones outlook and enabling one to 'relate' usefully to others in working relationships. I believe the Grid to be the most valuable single element in the course because of its potential to better the students' productivity in working situations. All of the other components of the course contributed meaningfully to the result however, despite some minor reservations concerning the

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time allocated to this or that. A broader appreciation of Agency functions, community interrelationships, world affairs, and the vital problems of defensive and offensive capabilities in the missile (soon to be space) weapon age will combine with a more sophisticated approach to management and work-environment problems-- and a awareness of one's own shortcomings developed through the Grid as well as through exposure to many fields of knowledge only vaguely comprehended--to improve the ability of the MEDC-ist to contribute to the accomplishment of the Agency's mission. What more could one ask?"

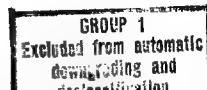
"On the whole, the Midcareer Course is an effective vehicle for familiarizing a mid-level executive with the overall operations of the Agency and the Agency's relations with other Government entities. One of the most beneficial aspects is the opportunity to associate with and exchange ideas with one's peers. This is where you obtain a much clearer picture of why the Agency functions as it does. It is this exchange of opinions, ideas, criticisms, etc. which explains the 'other guy's' problems, many of which we would never be aware of. I feel it is unfortunate that an age limit is set by many of the components for participation in the course. I think that the course would be extremely beneficial to senior 14's and 15's who may be considered a bit beyond midcareer."

"Positive all the way. I believe the very large added perspective I have on both Agency activities and those of the community and the military services will help me make better decisions on relative priorities, long-range planning and project initiation."

"I think the entire course is excellent and would recommend it to any eligible person whole-heartedly. I only wish more employees could experience a similar event even before reaching GS-12, 13 and up. Much thought and effort has evidently gone into the development of the course therefore I would like to express my appreciation to all concerned."

"An excellent mechanism to get one out of the day-to-day, parochial atmosphere of the desk (in my case) and give him a

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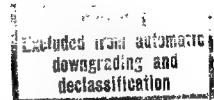
chance to see the big picture from a detailed position, under relaxed circumstances, without the distractions of the office telephone, other duties, pressures of the family, etc. Course was well-organized and handled and I feel I got a lot out of it. I'm appreciative of the opportunity I had to be one of the participants. It was an excellent change of pace from the daily routine and now I'm ready to get back to my job with a better outlook, refreshed, and more mature in my appreciation of the various problems which beset us internally, as an Agency, and more generally throughout the Government."

### III. DDP Midcareerists

"Generally, too much 'selling' of their agencies or components by individual speakers. This was particularly true of SAC and NORAD. In these (and other non-CIA instances) we apparently got the canned PR pitches designed to glorify achievements, hide weaknesses, and obtain more money from Congress--rather than objective appraisals. Cumulatively, this gave a wrong (and in some instances, a dangerous) distortion to the picture we got. Too much of DDP talking to DDP re ops details. Not enough of DDP addressing itself to larger policy and foreign policy implications of CS ops and to informing non-DDP members of MEDC. Not nearly enough emphasis on management--which should be the heart of MEDC curriculum."

"I believe OTR, and particularly [redacted] and his staff have done an excellent job in putting together a most relevant course. I feel far better informed about the inputs of making up the intelligence world today. If there is any section that should be strengthened it might be Part III. I feel well briefed (in a few specific cases over-briefed) on CIA, the military strategy and hardware scene and the defense complex. Since, in the last analysis political solutions will be the only real solution to world problems, I would like to see more on this. Specific suggestions for speaker changes have been noted in the sub-sections. I would add the suggestion that someone at a senior state level give a briefing on Soviet and U.S. policy in the Nuclear Age (possibly Ray Gartoff)."

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"I consider it a privilege to have been permitted to attend this course. It is very well thought out and administered. There are some minor bumps along the way. I don't think these can ever be completely eliminated due to scheduling difficulties. However, I do think that introductions of our distinguished speakers could be done better, more completely, shorter but with more gusto rather than sometimes a hum-drum manner. Many speakers I know had interesting and significant experience pertinent to our business that could have been touched on. 303 and CI activities should have been hit hard!"

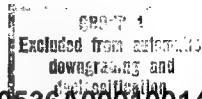
"The course was absolutely great and I believe we'll all be better employees and officers because of it."

"The course was well organized, planned and executed. The interest of the group leader in the course and the group was obviously good; this in turn generated interest on at least my part. As executed, it provided a true 'shot-in-the-arm' particularly at a time when one begins to feel the Agency is doing little constructively. It placed naturally my own job and group in better perspective, not only vis-a-vis the Agency but toward the U.S. Government on a whole. It brought to me a better understanding and appreciation for the work, targets and methods of other offices and officers in the Agency. The Grid, I felt, was particularly useful as a framework for accomplishing work more effectively and came at an important time in my career."

"The Midcareer Course is the finest training course which I have taken during my tenure with the Agency. OTR is to be congratulated on this course."

"Well conceived and executed. An excellent package. Really useful and informative."

"In my view, OTR has structured a course which, in my experience, is the finest given by the Agency. I have gained appreciably in my knowledge of overall Agency activities. The view of the Intelligence Community presented in this course added to my knowledge. The field trip was rewarding. A word is appropriate in

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describing my reactions to the staff of Midcareer Course No. 14. [redacted] did an outstanding job in guiding the group through the multi-phase activities we experienced. He is a fine human being. He was ably assisted by [redacted]"

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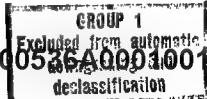
"The course created bonds among all in the class that will help get individual jobs done in the future when we call on each other for assistance. The organization of the course, thanks to [redacted] was excellent and contributed heavily to class morale. We went first class and like gentlemen. The opportunities to hear and learn from all the speakers and see all the sights were highly informative. Highly satisfying were the opportunities to lash out at the speakers and write these critiques."

"Rate the course as extremely worthwhile. Believe it does excellent job of putting several things into much sharper focus than before I took course.

1. More clearly see position of us in world
2. Intell Community in Government
3. CIA in Intell Community
4. My components' position in CIA
5. My position and potential in all of above

Hardly expect to retain a fraction of the substantive material presented but believe this does not detract from this very useful experience."

"The course has (or I expect it will) contribute to what I hope to accomplish during my stay at HQ. Management responsibilities are given to most of us, but little guidance with which to accomplish our tasks. This course, for the first time, gives us at least some foundation and an insight to the problems common to the Agency and other Government entities. The lectures given by the speakers from this Agency and the other entities were good ways to update our knowledge of CIA and the other entities. The last week's trip, although not as rewarding in information in all cases, nevertheless, contributed significantly if only to point out that lack of information and over-compartmentation does exist. It gave us an opportunity to place ourselves in the proper portion of the Government spectrum and see ourselves better in relation to the others. Course was well-worthwhile to me. I plan to recommend highly to others."

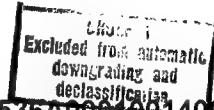
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**SECRET****IV. DDS Midcareerists**

"The principal reaction I had to the course is a rather strong conviction that, as least with regard to what is going on in the Agency, our organization's professional staff periodically should be made aware of developments and problems. I found it a stimulating and refreshing program, but am acutely aware by that fact of an ignorance on the part of a broad number of employees about the total intelligence picture as well as about the managerial/technological revolution that is taking place. In short, I'm wondering about the wisdom of a restrictive selectivity of personnel to be up-dated and broadened in their view of intelligence. I believe this aspect of the course might be given on a broader basis and the Midcareer Executive Development Course be focused more specifically on managerial and problem areas. My one major criticism of Part II is that there was too much dealing in nuts and bolts matter, and not enough in broader issues. Partly, this is due to the attitude of class members themselves, but speakers should try to make reflective, even speculative presentations as opposed to descriptive ones. The net effort of the course, as presently constituted, is positive, but I would have preferred fewer speakers, more effective ones, and greater concentration on matters of significance."

"As a whole the Midcareer Course was excellent. While not totally familiar with the training programs of other Government agencies, in the time permitted (6 weeks) I doubt that there is a better program in existence. Certain things taken by themselves would have little meaning, in the overall picture, however, every phase was most meaningful. In addition to the knowledge gained, it gives an opportunity to develop some very welcome and strong friendships with fellow students which hopefully will last for the remainder of our careers and even after. I am convinced after seeing many Government agencies in action that this Agency rates the praise it has received in such things as conviction, commitment and professionalism. I do have the feeling, however, that follow-up interest is lacking by top management. It is my feeling that the Office of Personnel should be responsible for doing studies as to the effectiveness of students and course content on perhaps a one through five year basis. From [redacted] talk I gathered that

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OP did not see this as their responsibility, I do. Top management should be constantly advised on the effectiveness of the course. It might also be helpful to arrange a short briefing of students prior to the kickoff speech by the Director to review course content, student requirements, i.e., critiques and reading material, etc. A note on the planning of the course is in order. I believe this was excellent. [redacted] deserves warm praise for his constant attention to the many details."

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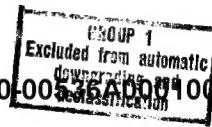
"My first reaction is thanks. Where else could I have gotten the big picture. Starting with the Grid which I rate as outstanding and well administered by [redacted] and ending with the field trip, I thought the entire MEDC was organized and handled in an outstanding manner. The speakers, topics and varied subjects were well balanced. We all can't be eloquent and gifted so I tried to overlook some speakers' deliveries and attempted to concentrate on their subjects. With few exceptions, this course has accomplished, for me, an insight into our Government very few people are privileged to get. It will be a lasting impression of informative, well presented topics which should give us in MEDC an appreciation of the decisions and problems facing our senior civilian and military personnel which we were not really aware of before. I am now really impressed with the job our Agency is doing in the Intelligence Community. This insight I received of our vast national policy-making community was revealing and satisfying and one I will never forget. Special thanks to [redacted] for a most difficult job well done. This man represented our Agency in an outstanding manner. Thanks also to [redacted] Last but not least, thanks to the DCI for keeping the MEDC as a valuable training vehicle for we mid-managers. I hope we can use our experience to better enable us to make the senior officials job a little easier."

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"This is the best Agency course I have taken in 16 years. The opportunity to get together with 30 Agency employees, exchange ideas, experiences and views on each others careers with the Agency is excellent. The course presented a good mix of Agency missions, other Governmental and private institutions missions in the management of the U.S. system of government. I am very proud to have been given this opportunity to attend this course and feel that I

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have a greater understanding of why each of us, by doing our jobs to the best of our ability, contribute to the security of our country."

"Overall I believe the Midcareer Course was informative and constructively conducted. Although at times the course seemed to drag I am not sure I would try to condense it or tighten it up. The course certainly brought me up to date on the Intelligence Community as well as on CIA functions and responsibilities. It enabled me to meet many of the top people of the Agency and in some instances, where I had previously known them, to review my opinions of them. Most important it enabled me to meet many of my counterparts with whom I will be in contact over the next 10 years or so. I enjoyed the opportunity to exchange ideas with these people, to discuss with them problems and problem areas. It proved to me that management problems are Agency wide. Hopefully the course has brought an awareness of other components problems to each individual. This should lead to more interplay and possible cooperation in the future."

"The course has great value for those who are selected to attend. The internal exchange of ideas, discussion of problems with other Directorates and divisions should prove useful in the future. This is by far the most interesting experience I have encountered. Excellent."

V. DDS&T Midcareerists

"The course provided a good overall background to the Agency and how it fits into the Intelligence Community. The speakers in Phase III provided insight into some of the problems facing the Government policy makers and was very thought provoking. Because the IP's were so interesting and often quite informative, if their schedule were compressed more time would be available throughout the course to discuss areas of interest with others. The administrative handling of the course was excellent--particularly the ease of handling finances. A speaker from the 303 committee should have talked to us."

"Overall I consider the course good. However, I think it could be improved. It appeared to me that the course may have been

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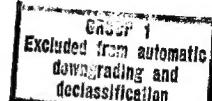
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misnamed and its purpose misnamed. It was more an orientation course than a development course. Except for a few items most things were touched on only lightly, those people who had no experience with those things had difficulty understanding them. I had difficulty understanding mostly what I had very little experience in. One benefit from the course was the people did have this different background and discussion among them was probably the most benefit of all. More time for this social contact could be included. More detail can be learned from contact with these people after the course is over if they really want to learn more. Some of the organization and functions of the offices and commands SAC, NORAD, NSA, etc. could be put on paper and studied before arrival at these places so that they could then brief on problems instead of functions."

"It is better than I was led to expect prior to entry, and to me personally was most stimulating, adding much needed perspective to my present, and potentially future assignments. There were moments of sheer boredom but this is a normal condition of any human enterprise; therefore, I have no constructive comments for any improvements. One of the most revealing aspects was not in the course content but in wide variety of levels of sophisticated understanding of our technological era (mainly the lack thereof) among the students, though they are doubtless well above average in the population as a whole."

#### VI. Unindentified Midcareerist

"I think the Midcareer is probably the most provocative, rewarding course this Agency can give. There is nothing I would change or add of any major impact. Other than the idiosyncracies of some speakers all material was presented in a first class fashion."

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